



Annual Work Plan

Name: Paul McGrath Job Title: Manager of Community and Business Development

Department: Community Services

Division: Community Development and Marketing



Projects

| Rationale | SMART Goal (Description) | RACI | Resources | Risks/Mitigation | Milestones |
|--|--|---|--|---|---|
| Project Name: Scotiabank Hockey Day in Canada | | Status: Complete | | | |
| <input type="checkbox"/> Strategic Priority: <input type="checkbox"/> Master Plan <input checked="" type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input type="checkbox"/> Other | Continue supporting Scotiabank Hockey Day in Canada for 2023, supporting Scotiabank and Sportsnet and local volunteers to deliver this national event. Stakeholder: Residents, broader community event partners, volunteers, event sponsors | Project Charter/RACI When To Use ✓ N/A | People: Events Coordinator LOC Director of Community Services IT Public Works Approved Budget: \$32,000.00 Other: Community Development, Tourism and Culture Committee | Pandemic impact on costs for event rentals, food etc. | Event plan in place for delivery January 18-21, 2022 Completion Date: 2023-01-22 |

| Rationale | SMART Goal (Description) | RACI | Resources | Risks/ Mitigation | Milestones |
|--|---|---|--|----------------------|--|
| Project Name: Wayfinding Signage Strategy | | | Status: Monitoring Progress | | |
| <input type="checkbox"/> Strategic Priority: <input checked="" type="checkbox"/> Master Plan <input type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input checked="" type="checkbox"/> Capital Project <input type="checkbox"/> Other: | Complete the Wayfinding Signage Strategy for Implementation in 2023 Stakeholder: Parks Engineering Planning River District Business/Board of Management Grey County RTO7 | Project Charter/RACI When To Use <input checked="" type="checkbox"/> N/A | People: Fathom Studio Approved Budget: 2021 Capital. Paid in Full | | Complete Strategy by March 2023 Completion Date: 2023-03-31 |
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| Rationale | SMART Goal (Description) | RACI | Resources | Risks/ Mitigation | Milestones |
|---|-----------------------------|------|--|----------------------|------------|
| Project Name: Support businesses to invest, expand and create jobs | | | Status: Proceeding as Anticipated | | |

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|---|---|--|--|--|---|
| <p>✓ Strategic Priority: A City That Grows</p> <p><input type="checkbox"/> Master Plan</p> <p><input type="checkbox"/> Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p><input type="checkbox"/> Capital Project</p> <p><input type="checkbox"/> Other:</p> | <p>In 2022, Council through CD, T & C Committee approved a number of City actions to support, collaborate and complement the Grey Investment Attraction Strategy.</p> <ul style="list-style-type: none"> • Use Grey County database to create business e-newsletter to better inform business community of news, grants, and events. • Conduct BR&E exercise with a minimum of six Owen Sound businesses on an annual basis • Ensure businesses are aware of public funding streams (OMAFRA, FedDev) that encourage business expansion. • Leverage communication tools (newsletter) to provide a brief outline of the City's development/expansion process <p>Stakeholder: Owen Sound Businesses</p> | <p>Project Charter/RACI When To Use</p> <p>✓ N/A</p> | <p>People: Director of Community Services Grey County</p> <p>Approved Budget: Operating budget</p> | | <p>Create an economic development newsletter</p> <p>Meet with businesses</p> <p>Completion Date: 2023-09-30</p> |
|---|---|--|--|--|---|

| Rationale | SMART Goal (Description) | RACI | Resources | Risks/ Mitigation | Milestones |
|--|-----------------------------|------|--|----------------------|------------|
| Project Name: Investment attraction - advanced manufacturing, food processing, Tourism and clean-tech | | | Status: Proceeding as Anticipated | | |

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|---|--|--|--|--|------------------------------------|
| <p>✓ Strategic Priority: A City That Grows</p> <p><input type="checkbox"/> Master Plan</p> <p><input type="checkbox"/> Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p><input type="checkbox"/> Capital Project</p> <p><input type="checkbox"/> Other:</p> | <p>In 2022, Council, through CD, T & C Committee, approved a number of City actions to support, collaborate and complement the Grey Investment Attraction Strategy.</p> <ul style="list-style-type: none"> Continued targeting of clusters ex) Nuclear Supplier supply chain, food processing. Ensure marketing, and available property info is current and relevant Work with Grey County to ensure Owen Sound's UVP, benefits are clear and up to date. Continue to participate in county-wide economic development and tourism initiatives Stakeholder: Owen Sound businesses Investors | <p>Project Charter/RACI When To Use</p> <p>✓ N/A</p> | <p>People: Director of Community Services Grey County</p> <p>Approved Budget: Operating budget</p> <p>Other:</p> | | <p>Completion Date: 2023-12-31</p> |
|---|--|--|--|--|------------------------------------|

| Rationale | SMART Goal (Description) | RACI | Resources | Risks/ Mitigation | Milestones |
|---|--|--|--|----------------------|---------------------------------|
| Project Name: Engage with public and private sector organizations to build partnerships | | | Status: Proceeding as Anticipated | | |
| <p>✓ Strategic Priority: A City That Grows</p> <p><input type="checkbox"/> Master Plan</p> <p><input type="checkbox"/> Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p><input type="checkbox"/> Capital Project</p> <p><input type="checkbox"/> Other:</p> | <p>In 2022, Council, through CD, T & C Committee, approved a number of City actions to support, collaborate and complement the Grey Investment Attraction Strategy.</p> <ul style="list-style-type: none"> • Leverage Intergovernmental Relations Policy • Leverage opportunity for delegations at AMO • Join in pan-regional agencies OMAFRA, EDCO, AMO • Stakeholder: Investors Owen Sound Businesses | <p>Project Charter/RACI When To Use</p> <p>✓ N/A</p> | <p>People: Director of Community Services Grey County OMAFRA EDCO AMO</p> <p>Approved Budget: Operating budget</p> | | <p>Completion Date: Ongoing</p> |

| Rationale | SMART Goal (Description) | RACI | Resources | Risks/ Mitigation | Milestones |
|--|---|---|--|--|--|
| Project Name: 2022 Service Review | | | Status: Proceeding as Anticipated | | |
| <p>✓ Strategic Priority: Service Excellence</p> <p><input type="checkbox"/> Master Plan</p> <p>✓ Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p>✓ Capital Project</p> <p><input type="checkbox"/> Other:</p> | <p>Participation in the 2022 Service Review to review the City services to assess the current program and service delivery model and explore alignment to the strategic plan and legislative requirements to ensure services are being provided effectively.</p> <p>Stakeholder: City staff, city residents, Council, Committees</p> | <p>Project Charter/RACI When To Use</p> <p><input type="checkbox"/> Link to completed RACI:</p> <p><input type="checkbox"/> Link to completed Project Charter:</p> <p>✓ N/A</p> | <p>People: City Managers Office SLT Managers and Supervisors Front Line Staff Consultant</p> <p>Approved Budget: \$100,000</p> <p>Other:</p> | <p>The impact on staff workload is still being determined upon completion of this work plan.</p> | <p>To be determined and administered by Project Team Leader.</p> <p>Procurement Timing: 2022-02-01</p> <p>Anticipated to be completed Q1 2023</p> <p>Completion Date: 2023-03-31</p> |

| Rationale | SMART Goal (Description) | RACI | Resources | Risks/ Mitigation | Milestones |
|---|---|--|--|---|---|
| Project Name: Municipal Accommodation Tax | | Status: Proceeding as Anticipated | | | |
| <ul style="list-style-type: none"> ✓ Strategic Priority: Collaborative City ✓ Master Plan ✓ Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input type="checkbox"/> Other: | <p>Council passed a motion in November to direct staff to report to council regarding the potential of a municipal accommodation tax for stays less than 30 days at short-term rentals in the city. Working with the project team to understand and review opportunities for Owen Sound.</p> <p>Report CS-22-027 was completed outlining for process to address Licensing, Zoning and MAT.</p> <p>Stakeholder: Hotels Motels Grey County STR operators residents</p> | <p>Project Charter/RACI When To Use</p> <ul style="list-style-type: none"> <input type="checkbox"/> Link to completed RACI: <input type="checkbox"/> Link to completed Project Charter: ✓ N/A | <p>People: P. McGrath P. Coulter B. Bloomfield Finance Purchasing City Manager</p> <p>Approved Budget: N/A</p> | <p>Licensing of short-term rentals should be considered along with Zoning as part of development and implementation of Municipal Accommodation Tax bylaw.</p> | <p>Prepare information for consultations with hotel, motel and other stakeholders including Grey County, Chamber of Commerce, RT07 etc.</p> <p>Undertake consultations</p> <p>Report back to Committee on consultation feedback</p> <p>Procurement Timing: N/A</p> <p>Completion Date: 2023-12-31</p> |

| Rationale | SMART Goal (Description) | RACI | Resources | Risks/ Mitigation | Milestones |
|--|---|--|--|---|--|
| Project Name: Update Agreement with Family Y regarding joint operation of JMRRRC | | | Status: Proceeding as Anticipated | | |
| <p>✓ Strategic Priority: Choose an item.</p> <p><input type="checkbox"/> Master Plan</p> <p><input type="checkbox"/> Committee / Council Requested</p> <p><input type="checkbox"/> Legislated</p> <p><input type="checkbox"/> Capital Project</p> <p>✓ Other: 5 year agreement expired</p> | <p>Reference CS-21-158</p> <p>Update to 10 year joint operating Agreement with Family Y on the Operation of the building</p> <p>Stakeholder: Community</p> | <p>Project Charter/RACI When To Use</p> <p>✓ N/A</p> | <p>People: P. Coulter K. Allan R. Gowan P. McGrath</p> <p>Approved Budget: N/A</p> | <p>Click or tap here to enter text.</p> | <p>Click or tap here to enter text.</p> <p>Procurement Timing: Click or tap to enter a date.</p> <p>Click or tap here to enter text.</p> <p>Completion Date: Click or tap to enter a date.</p> |

| Rationale | SMART Goal (Description) | RACI | Resources | Risks/ Mitigation | Milestones |
|---|--|---|---|---|---|
| Project Name: Job Fair 2023 | | | Status: Proceeding as Anticipated | | |
| <input checked="" type="checkbox"/> Strategic Priority: A City That Grows <input type="checkbox"/> Master Plan <input type="checkbox"/> Committee / Council Requested <input type="checkbox"/> Legislated <input type="checkbox"/> Capital Project <input type="checkbox"/> Other: | Collaborate with Grey County to host a job fair in the first quarter. Stakeholder: Industry and business owners | Project Charter/RACI When To Use <input checked="" type="checkbox"/> N/A | People: Grey County YMCA Approved Budget: TBD Other: | The job fair last year did not have the anticipated attendance and businesses may be reluctant to participate if they don't see the value | Establish Sectors that we will market toward. Implement Completion Date: 2023-03-31 |

Core Service Tasks

| Task Name | Description | Resources | Barriers/ Mitigation Tactics | Key Result |
|---|--|---|---|--|
| <p>Grey County 2022 Economic Development, Tourism and Culture Alignment</p> | <p>Align Economic Development Tourism & Culture Initiatives such as:</p> <ul style="list-style-type: none"> - Investment Readiness - Tourism Marketing - Age-Friendly Community - Grey Bruce Local Immigration Partnership - Labour Force Retention <p>Stakeholder: Grey County</p> | <p>People: Pam Coulter Melissa Crannie</p> <p>Approved Budget: Operating</p> | <p>Click or tap here to enter text.</p> | <p>Leverage partnerships to improve or maintain delivery of targeted services without increasing tax levy</p> |
| <p>Strategic Support for Division Staff, including</p> <ul style="list-style-type: none"> - Facility Booking and Programs - River District Action Plan Implementation - Tourism and Visitor Services - Events | <p>Support staff in their individual roles to implement their workplans and support their delivery of core services.</p> <p>Stakeholder: Minor Sports Groups RTO7 Grey County River District B.O.M. All members of the public Local businesses</p> | <p>People: Viveca Gravel Andy O’Leary Melissa Crannie Jennifer Wright</p> <p>Approved Budget: Operating</p> | | <p>Continuation of RDAP implementation. Recreation facilities booked to maximize revenue and operational efficiency. Tourism Marketing, Visitor Services and Product Development continues with minimal disruption. Events are delivered to the public in accordance with PH guidelines.</p> |

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| Development Team | <p>Work as a member of the development team to support growth and investment in Owen Sound.</p> <p>Provide insight and materials regarding Community Development and Marketing, including, but not limited to: Available lands and buildings, labour force and new business resources.</p> <p>Stakeholder: Development Community</p> | <p>People: Development Team</p> <p>Approved Budget: Operating</p> | | Completion and overall effectiveness of the Growth and Innovation Framework |
| Agreement Renewal | <p>Update and renew agreements with term ending in 2023</p> <p>Stakeholder: Various, depending on agreement</p> | <p>People: Clerks</p> <p>Approved Budget: Operating</p> | Negotiations with stakeholders. | Agreements successfully updated. |
| Partnership Development | <p>Continue to foster and develop partnerships with key stakeholders. Continued development of relationships allows for operational efficiencies while implementing the direction of Council.</p> | <p>People: Melissa Crannie Andy O’Leary Jennifer Wright Viveca Gravel</p> <p>Approved Budget: Operating</p> | | Number of meetings held with stakeholders/partners. |

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| | Stakeholder: Grey County Georgian College Bruce Power Recreation users CNA OCNI RTO7 TIAO EDCO EDAC | | | |
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